

**25X1A**

**Approved For Release 2000/06/14 : CIA-RDP79-01590A000200210002-0**

**Next 1 Page(s) In Document Exempt**

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Attachment 

( See Items 1 (First day), and Items 4 and 5, (Second day)

### Special Overseas Orientation Evaluation

#### General

The purpose of this two-day training program is to sensitize trainees and their dependent spouses to the need for following good personal and physical security practices overseas. While it is realized that some people by habit, instinct, or experience are more aware of potential security threats than others, we can all improve our security status if we are aware of the risks involved and make a conscious effort to minimize them.

This Orientation is only a broad overview and an introduction to the subject, and offers no specific skills for coping with the terrorist threat and related criminal problem abroad. Trainees desiring more specialized training in such subjects as weapons, defensive driving, terrorist devices familiarization, surveillance/countersurveillance and security, should consult their Training Officers for information on regular course offerings in these subjects.

#### Orientation Objectives

On completion of this Orientation, trainees will be able to:

1. Assess their personal and family situation in terms of the nature and variety of security threats abroad, the personnel security practices at various overseas posts, and the policy of the U. S. Government in dealing with the terrorist threat;
2. Recognize the need for effective security practices while living, working, traveling, and socializing abroad;
3. Relate the suggestions and experiences of Agency officers and other U. S. personnel who have served overseas to their own need to plan for and cope with a possible hostage situation or other crises.

Special Overseas Orientation Evaluation

(Based on 18 completed critiques)

FIRST DAY (To Be Completed Separately By Both Agency Employees and Dependent Spouses)

1. On a scale of from 1 - 5 (with 1 representing unsatisfactory, 2 - barely adequate, 3 - satisfactory, 4 - good, and 5 - outstanding) how would you evaluate the effectiveness of the first day's presentation in terms of the Orientation objectives?

Objective 1:	/	/	⑦	⑨	②
	1	2	3	4	5
Objective 2:	/	/	①	⑫	②
	1	2	3	4	5
Objective 3:	/	①	⑧	⑦	②
	1	2	3	4	5

2. Were there any subjects which were not clear to you and in need of additional clarification?
3. Were there any subjects which should be reduced or eliminated?
4. Were there any subjects that were not covered which you feel should have been covered?
5. Do you have any comments on the teaching techniques used, such as the use of films, panels, lectures, visual aids (Vu-graphs, etc.)?
6. Do you have any other suggestions for improving the Orientation?

\_\_\_\_\_  
DATE

\_\_\_\_\_  
SIGNATURE (OPTIONAL)

Special Overseas Orientation Evaluation

SECOND DAY (To Be Completed By Agency Employees Only)

1. Were there any subjects which were presented that were not pertinent to Orientation objectives?
2. Were there any subjects which should have been covered in more detail?
3. Do you have any suggestions for including new material?
4. If your spouse attended the first day of the Orientation, or if you have views as to the appropriateness of the first day's coverage for dependent spouses and witting adults, how would you rate the effect of the training?

IMPACT	YES	NO	CONTENT	YES	NO
<b>Note: Not all 18 critiquers responded to each question.</b>					
Too intimidating	<u>6</u>	<u>4</u>	Too superficial	<u>2</u>	<u>4</u>
About right	<u>5</u>	<u>1</u>	About right	<u>7</u>	<u>1</u>
Too mild	<u>2</u>	<u>2</u>	More than required	<u>2</u>	<u>3</u>

\* Most felt it was too intimidating for the new spouse going overseas.

Any other comments on the first day's instruction?

5. Using the same scale as on the first day, from 1-5 (1 - unsatisfactory, 2 - barely adequate, 3 - satisfactory, 4 - good, and 5 - outstanding), to what degree do you feel that the Orientation objectives were met at the end of the two-day program?

Objective 1:	/	/	<u>(3)</u>	<u>(11)</u>	<u>(1)</u>
	1	2	3	4	5
Objective 2:	/	/	/	<u>(14)</u>	<u>(1)</u>
	1	2	3	4	5
Objective 3:	/	/	<u>(4)</u>	<u>(10)</u>	<u>(1)</u>
	1	2	3	4	5

**Note: Only 15 of 18 critiquers responded to this question.**

6. Do you feel that the present two-day coverage is too short, about right, or too long?
7. What specific suggestions do you have for improving the Orientation, keeping in mind that this is only an introduction to the subject?

DATE

SIGNATURE (OPTIONAL)

Special Overseas Orientation  
FIRST DAY

(30-31 March 1976)

2. Were there any subjects which were not clear to you and in need of additional clarification?

Greater stress on fact that U.S.G. does not negotiate with or deal with terrorists and there may be a long period of time in captive status.

First day OMS' presentation, some good points surfaced but were not fully explained.

Personnel security practices at various overseas posts. Also, policy of U.S.G. in dealing with terrorist threat; what is the Agency's position if an officer is taken hostage?

Good and clear.

Feel all of the material was presented well and met the objective of the course.

No - although at times office terms left me wondering just what was being applied.

More could have been said about Agency and State support/reaction if a kidnapping occurs. How does the negotiating or contacts develop.

Special Overseas Orientation  
FIRST DAY

(30-31 March 1976)

3. Were there any subjects which should be reduced or eliminated?

Reduce or eliminate that portion dealing with the various committees and their membership that come together when a kidnapping takes place.

No, you may wish to be more explicit re psychological stresses and how to cope with them in a terrorist situation.

O.K.

(A) Combine 1100-1200 on Tuesday with Wednesday 1130-1230.

(B) Recognizing the threat - the slide approach was deadly!! He knew subject very well, but the slides should be changed or eliminated.

OMS on first day could be included with second day presentation.

Reduce protection of residences.

Some film points were redundant.

See below re OMS portion of the course: Beef up the OMS portion or cut the length.

No, I'm not sure, as a dependent, that I was prepared to receive the impact of terrorism.

Special Overseas Orientation  
FIRST DAY

(30-31 March 1976)

4. Were there any subjects that were not covered which you feel should have been covered?

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Lot of gaps, unless you plan to show the [REDACTED] Benefits and Services film. The comment that part of a person's pay may be withheld was worrisome.

Yes, perhaps a demonstration of surveillance techniques instead of flow charts would be more informative. A film on the subject would serve best.

Encourage more spontaneity and candor on the part of the panel--relate discussion to problems the students can expect to face on an overseas assignment. Provide a security check-out list of things which should be done prior to departure and/or upon arrival at the post.

How KGB and other Communist Intelligence Services personal and physical security and protection compare with CIA's. They're on the offense. We've got to be as good as or better than they.

More coverage of travel safeguards and driving techniques. What are (or have) we (the CIA) done to provide better protection; e.g., new COS residences, autos, etc.?

Not mentioned were the PLO attempt to shoot down an El Al aircraft at Nairobi with a SAM-7 missile--a new twist! Nerve gas incident in Europe.

Familiarize spouse on what to do in the event of a break-in, emergency political situation, or emergency natural disaster.

None I can think of.

Special Overseas Orientation  
FIRST DAY

(30-31 March 1976)

5. Do you have any comments on the teaching techniques used, such as the use of films, panels, lectures, visual aids (Vu-graphs)?

Films are best--don't expect a lot of feedback from audience. I suspect they are just first tour folk or have had many tours and know much of what you show.

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The film "Kidnap Executive Style" would best be combined with [REDACTED] talk.

"Kidnap Executive Style" was the most entertaining, but all films were good. Lectures were pretty bland--can't the speakers be a little more dynamic?

Quite good.

See item 3 above (combine 1100-1200 on Tuesday with Wednesday 1130-1230; recognizing the threat--the slide approach was deadly!! He knew subject very well, but the slides should be changed or eliminated.)

A good mix; lecture, film, panel.

Good mixture of film and lecture.

Feel they worked in well with the speakers' presentations.

The films were good--from the panel, I was disappointed; expected stronger feeling on positive measures. Visual aids--very good.

The films certainly make any given situation more vivid. I felt they were very valuable.



Special Overseas Orientation  
FIRST DAY

(30-31 March 1976)

6. Do you have any other suggestions for improving the Orientation?

Be sure to include Commo Personnel.

I personally feel the course should be expanded to include a crash and bang course including dependents.

Be careful about using Agency buzz words and abbreviations during this session; it is very confusing for dependents.

This course could be lengthened for a PCS and a condensed for TDY'ers (who travel frequently should have something of a similar nature).

Include less-than-lethal devices 1/2 or 1 hr. Include 30 min. to 1 hr. on administrative steps to be taken prior to departing for overseas--personal affairs branch, O/P--for wives as well as sponsors.

There was a little repetition that may have been avoided.

Beef up the OMS portion or cut the length.

Yes. Lectures should not be more than one hour. Suggest a 5-10 break every hour.

Relate the threat of violence to present or domestic location. Don't necessarily indicate that this will be "something else new" to cope with immediately upon PCS arrival.

Presentation timing. Thus far the only comment or suggestion would be on the timing; i.e., 1 hour presentations with a short break.

Offer a course for spouse to inform her on what course of action to follow in the event that an emergency evacuation or riot, etc. occurs during the absence of husband.

Bringing dependents in for this Orientation is Okay, however, I feel a similar Orientation done at the overseas Stations and Bases could be more effective, because any reaction of dependents would be detected and personally handled as the occasion arises.

I think it was a great idea to include wives--since events in [REDACTED] I know some wives or dependents have been wondering what the Agency is doing as regards terrorism and this answers some of those questions.

One thing comes to mind--I wonder if the outlook for a person who has not been overseas would vary greatly from that of people like ourselves who have lived in areas [REDACTED] where we daily lived with the possibilities of rocket attacks, shot-down aircraft, etc.? I mention this because I am aware of the tremendous emotional adjustments I have myself undergone in the past 12 yrs. I enjoyed the day's lectures and felt I gained from them. For someone who has never been overseas (wives particularly) might it be helpful to emphasize that these precautions, no matter how elaborate, do not prey upon your time at all really, once the initial adjustment is made.

Special Overseas Orientation  
SECOND DAY

(30-31 March 1976)

1. Were there any subjects which were presented that were not pertinent to Orientation objectives?

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The [REDACTED] presentation should have been more specific. Where can I locate Meat Bars?

The panel discussion (EUR & LA) which dealt with pros and cons of arms, as a policy, seemed superfluous. That decision is made elsewhere.

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The [REDACTED] presentation re contingency planning didn't really say anything.

Special Overseas Orientation  
SECOND DAY

(30-31 March 1976)

2. Were there any subjects which should have been covered in more detail?

How to exist in a prison cell. How long before I will develop Beri Beri/lose my teeth.

More time allotted to residential security portion.

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The crises planning phase that [REDACTED] presented could have been beneficially extended for another 30 to 60 minutes.

Not in time allotted.

Behavior of the hostage himself--case studies, examples.

Hostage behavior.

More details and more displays regarding survival kits.

Special Overseas Orientation  
SECOND DAY

(30-31 March 1976)

3. Do you have any suggestions for including new material?

Comment: OTS gives a false sense of security by mentioning all their gimmicks. I doubt they could get the items to the spot in time.

Firearms familiarization.

Include sufficient time to explain what training is available to our case officers abroad; e.g., defensive driving, handgun training, etc.

A POW wife would be helpful.

Recognizing surveillance

Survival kit for emergency evacuation should be presented to spouse. Have segregated presentation later in day for wives--they will probably ask more questions. Present to them material/info on how wives can help overseas.

Special Overseas Orientation  
SECOND DAY

(30-31 March 1976)

6. Do you feel that the present two-day coverage is too short, about right, or too long?

About right.

About right.

Two days is too short; needs perhaps two more days.

About right.

O. K.

Two days probably right for PCS, as additional specialized courses available. Should be condensed for TDY's.

About right.

About right.

Just about right.

About right.

Too short if there is no further course or info prior to PCS.

Two days is about right for a person going overseas for the first time. If the student has had previous tour; i.e., 2 or 3, it is a bit long.

Time frame about right, but recommend more time for wives.

Special Overseas Orientation  
SECOND DAY

(30-31 March 1976)

7. What specific suggestions do you have for improving the Orientation, keeping in mind that this is only an introduction to the subject?

Have the various speakers attend previous sessions to avoid duplication or more clearly define topics.

Use of office of security officers who have recently participated in the world-wide briefing program regarding terrorism.

Try to develop more group participation, then be more flexible on discussion, direction for points of mutual interest, etc.

Believe the second day also applies to the dependent wife.

Reduce 3-hr. block presented by OS on the first day. Many of the points are repeated during the second day.

More give and take situations may exist with small discussion groups.

I see a need for placing this course in the perspective of alerting, warning, and teaching employees and dependents about countering the terrorist threat and most of all placing this into an awareness that will not impare the normal work and family life due to fear of certainty of the happening.

Additional visual material if available.

Have spouse orientation in at least two phases/groups. One group or briefing should be for "first timers," second group for "veteran wives." Then combine both groups later in the day. This should avoid intimidating a spouse going overseas for the first time. Wives should also be exposed to "survival kits."

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1 APR 1976

MEMORANDUM FOR: Director of Training

FROM : [REDACTED]  
Course Coordinator

SUBJECT : Course Coordinator Comments on Pilot  
Running of Special Overseas Orientation

1. Trainees and Monitors: Due to the short period between announcing the pilot running and holding it, there was inadequate time for normal processing of Forms 73. Also, because of the large number of persons who monitored the Orientation, some in part, others for the entire two days, the class mixture was very transient. Although a class roster was required for both days, not all persons in attendance signed it. However, based on the best available information, 39 persons attended the first day, of whom 21 registered as students (including seven dependent wives) and the remaining 18 were monitors. During the second day, which was only open to Agency employees, 26 persons registered, among whom there was one female employee. The Office of Security had 14 persons in attendance during both days of the Orientation, some of whom registered as trainees, others as monitors. A list of both trainees and monitors, selected by the Senior DDO Training Officer, [REDACTED] is attached (Attachment A).

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The large number of monitors attending the Orientation was a definite distraction, but perhaps unavoidable in a pilot running. This is something which should be discouraged, or at least minimized, in future runnings.

2. Overall Impressions: Based on critiques provided by both trainees and monitors, the Orientation met its objectives on both days in a highly satisfactory manner. Only one person rated the performance of one objective as being barely adequate. As will be noted in Attachment B (see question 1, First Day, and questions 4 and 5, Second Day), the preponderance of critiques indicated that in terms of the Orientation objectives, the overall performance, on a rating between unsatisfactory and outstanding, fell in the

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good category, which was next to the highest. With very few exceptions, persons attending both days felt that the two-day time frame was just about right, and the concept of having one day open to Agency spouses and another only for Agency employees was a valid one.

One factor, which appeared in a surprisingly large number of critiques, was that the first day's presentation was probably too intimidating for the Agency spouse who has yet to be stationed overseas. A number of thoughtful suggestions was made to make the first day somewhat less intimidating. These suggestions included such thoughts as to have separate presentations for the spouse going overseas for the first time to having a panel chaired by wives who have served overseas in dangerous areas who could share their experiences with others.

In general, the critiques seemed to reflect a broad consensus that the lecture and panel presentations are pertinent, the use of visual aids is well interspersed and appropriate, and that the Orientation serves a definite need (see Attachment C, Summary of Individual Critiques). It should be noted that to date only 18 critiques have been received, including four from spouses, and that some additional critiques can be expected over the next few days.

3. Coordinator Recommendations: Although these are initial impressions and may be subject to further review, the following recommendations are suggested for the next running, April 12 and 13:

a. Combine the two separate OMS presentations (First and Second Day) into one presentation to be given on the second day only. This may require some additional time allocation on the second day and more coverage on hostage survival.

b. Provide somewhat more coverage on U.S. policy in dealing with terrorists. The present coverage needs to be expanded by including more of a rationale for it, and emphasizing the importance of living Agency cover overseas.

c. Expand the introductory talk at the beginning of the first day to include more of the type of items provided by [REDACTED] between lectures to ease the intimidating character of some of the lecture presentations. As suggested in one critique, it might be

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useful to set a better perspective of the problem at the very outset by striking a better balance between the nature of the threat and the need for conducting a normal family life in face of possible risks to personal security.

d. Include at least one female spouse who has been at a high-risk overseas post on the first day panel. Although plans were made for a female panelist in the pilot program, she had to cancel out due to illness.

e. Include a panel member from the Benefits and Services Staff, Office of Personnel, on the first day panel. This was done at the last minute in the pilot program and should be done in all future runnings, as employees are concerned about their benefits and services in the event of incarceration.

f. Advise all Orientation participants in memorandum form of what changes in coverage they should make in the next running. The memo should include specific recommendations, supported by critique comments, where available.

g. Eliminate the lecture on "Recognizing the Threat." Although only one critique commented unfavorably on this presentation (given by the Coordinator), it is the Coordinator's opinion that the subject is adequately covered in present lecture and panel discussions, and, therefore, requires no separate coverage.

h. Expand Urban Survival Lecture. Although the lecture was generally well received, there were a number of critiques which felt that more could have been mentioned on how a spouse should react to various overseas contingencies and emergencies in the absence of the husband.

i. On the final panel discussion, briefly enumerate what additional courses are offered in the field of terrorism/counterterrorism.

j. Try to maintain a sense of perspective and optimism throughout all presentations. In treating a subject which can be very depressing, it is essential that the subject does not become too threatening or intimidating. The Orientation Coordinator has an

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important role to play in seeing that occasional humor can be interjected both during and between lectures to keep presentations from becoming overly depressive.

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Atts.

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7 April 1976

NOTE FOR: Deputy for Operations Training

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[REDACTED]

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1. The development of the S00, its first running, and future prospects were included in the discussion of countering terrorism which Jack Blake reviewed at his DDA Management Conference on 3 April. All present with an interest expressed satisfaction with the first S00. As I reported to [REDACTED] earlier, Blake is interested in having some separate sessions for "veteran wives" and "freshman wives" during the first day. Apparently he feels that freshman wives might be scared off and veteran wives might find things pitched to the new ones as treated in a condescending way. I pointed out the difficulties of distinguishing between the two groups and the complexity in administrative and logistical arrangements posed by this proposition.

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2. I would appreciate it if you would deal with this question, at least to the extent of discussing it with [REDACTED] and getting DDA agreement to let the item lapse, or alternatively to try it once on an experimental basis.

3. I also reported on the prospective merging into the S00 of the Security remnants on drug abuse and hostile audio surveillance. I had briefed [REDACTED] prior to the discussion; all present seemed to think that this was a good idea, particularly when I reported your views that it could be worked in without significant loss of S00 content or having to add to a pretty busy two days.

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ILLEGIB

[REDACTED]

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[REDACTED]  
Deputy Director of Training

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Special Overseas Orientation (30-31 March 1976; Pilot Running)

FROM	816 C of C		EXTENSION	3096	NO.	
					DATE	1 April 1976
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS		COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)	
	RECEIVED	FORWARDED				
1. C/OTB 6D57 Hqs.		2/4	KR			
2.						
3. C/FTD 816 C of C		4/5	aw			
4.						
5. C/TSS 826 C of C		5 April 76	est		<i>It is clear that Hawk did a fine job in getting the proper mix of the more important substance into these two days. The future of this effort seems very bright, indeed! est</i>	
6.						
7. C/PRS 1016 C of C		5 Apr 76	J			
8.						
9. D/OT 1025 C of C		6	6	G	To 9 and 14:	
10. DDTR 1026 C of C		6 APR 1976	4/7	J	Please see attached note from DDTR.	
11. DTR 1026 C of C		4/9	J			
12. C/OTB 6D57 Hqs.		14 April	KR			
13. C/FTD 816 C of C		4/5	aw			
14. [REDACTED] 816 C of C						
15.						

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FORM 3-62

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TRANSMITTAL SLIP		DATE 9 April 1976
TO: DDTR		
ROOM NO.	BUILDING	
REMARKS: I have called [REDACTED] Told him that in next running of the SOO, we have 23 woemn, 17 of whom are going on their first tour. We will therefore pitch the course to the majority. [REDACTED] agreed with this. He said he did not feel that the DDA was insistent that two separate lectures be given. [REDACTED] will pass along to the DDA the approach we are taking, and he seemed perfectly satisfied with it.		
FROM: [REDACTED]		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)